

Report to: **Scrutiny Committee for Adult Social Care**
Date: **3 March 2011**
By: **Director of Adult Social Care**
Title of report: **Care Quality Commission - Outcomes from the East Sussex Adult Social Care Action Plan for 2009/10**
Purpose of report: **To provide Scrutiny Committee an update on the outcomes from the Action Plan developed following the Care Quality Commission Assessment for Adult Social Care for 2009/10**

RECOMMENDATION: **Scrutiny Committee is recommended to consider and comment on the progress being made towards the achievement of all the targets contained within the CQC action plan**

1. Financial Appraisal

1.1 There are no costs directly associated with this report.

2. Background

2.1 The Annual Performance Assessment (APA) was produced by the Care Quality Commission (CQC) following the annual review meeting held in July 2010, and shared with Scrutiny in December 2010. The APA is a record of evidence considered by CQC in determining our performance rating. The APA highlights areas of strengths and areas for development.

2.2 In response to the APA an action plan was developed. The key areas for development from the CQC Action Plan are shown below, with the full action plan attached in Appendix 1:

- A challenge for the council is to reconcile service delivery when faced with the PCTs efficiency saving target of 30% by 2014.
- To ensure progress made in transforming social care delivery is maintained in the period of economic downturn.
- The council's data in relation to ethnicity recording of staff is variable year on year and the council needs to ensure data is collected more robustly which will provide information on the staffing profile.
- The council are aware that they face efficiency targets of £4.5million in 2010-11 and will need to ensure that delivery of front line services is protected as far as possible.
- The safeguarding board is currently chaired by the director of adult social care and the council should consider electing an independent chair.
- With the increased rate of safeguarding referrals, the council needs to ensure that dedicated resources are available to support the greater demand on services.
- The council have increased the numbers of staff trained within the independent sector but this is still not in line with similar councils and efforts to improve should be maintained.

2.3 This report outlines some of the key achievements from the CQC Action Plan.

3. Supporting Information

3.1 There are a total of 22 targets contained within the CQC Action Plan. All 22 targets have already been achieved or are on track to be achieved by the target date.

3.2 Key achievements in 2010/11 include:

- 6,025 people have received Self Directed Support since April 2010. A target of 30% for 2010/11 was set, and this was exceeded by December 2010 with 37.24% of adults, older people and carers having received self directed support (as a percentage of those receiving community based services and specific carers services). Appendix 1 Ref 1.2 i)

- We have transformed third sector commissioning jointly with health to a grants-based approach to include social capital, cost and quality outcomes that support prevention, information and advice, social capital, day opportunities and health improvement. (Appendix 1 Ref 1.2 l)
- We have increased the percentage of staff from independent sector providers who have received Safeguarding Vulnerable Adults training from 48% in 2009/10 to 60.1% as at December 2010. This is an increase of 12.1 % on the 2009/10 outturn. In addition our 2010/11 target of 60% has been exceeded. (Appendix 1 Ref 3.3 a)
- Representatives from the Service Users and Carers panel have attended Putting People First Board meetings, and their input has had a direct impact on the Putting People First Programme developments, such as revisions to the Adult Social Care Website and Support with Confidence. (Appendix 1 Ref 1.2 k)
- Our Outcomes-based commissioning approach is being implemented across service areas, including the new Older Peoples Residential & Nursing Home Specification, the new homecare framework, supported accommodation for working age adults with a learning disability, and modernisation of day opportunities, and through the refresh of the older people's commissioning strategy and Stronger Voices, Bigger ideas (learning disability services). (Appendix 1 Ref 1.2 l)
- Engagement programme with different communities and disabled and older people of all backgrounds are being carried out. Views from these groups directly inform service developments, such as: advocacy prospectus, support with confidence, recruitment of personal assistants, day opportunities developments, homecare re-provisioning and plans for support planning and brokerage. (Appendix 1 Ref 1.2 d)

4. Conclusion and Reason for Recommendation

4.1 Adult Social Care is on track to successfully deliver all of the targets contained within the CQC Action Plan by March 2012.

4.2 Targets to ensure continuous service improvements will be set through the departments business planning cycle for 2011/12.

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Local members: All

Background Documents – Care Quality Commission Assessment of Performance Report 2009/10 for Adult Social Care

East Sussex Adult Social Care Action Plan 2009/10 Assessment of Performance Report (APA)

This plan contains specific actions in response to recommendations and areas for development, it is not a comprehensive list of all the work being undertaken by Adult Social Care in these areas.

Area for development	Ref	Measure	Lead Officer	Timeframe	Update (December 2010)
LEADERSHIP					
A challenge for the council is to reconcile service delivery when faced with the PCTs efficiency saving target of 30% by 2014.	1.1	a) Delivery of the ESCC & PCT boards transitional plan	Keith Hinkley	2013	East Sussex is keen to become an early adopter and discussions between ESCC and ASC are ongoing to develop a transitional plan. April 2011 has been agreed in principle as a target date for the transition of Public Health and Commissioning from the East Sussex PCT's, to East Sussex County Council. GREEN
To ensure progress made in transforming social care delivery is maintained in the period of economic downturn.	1.2	a) All service users whose care plans are subject to review are offered a personal budget (PPF milestones)	Jane Goldingham	March 2011	All existing service users with an ongoing social care need are transferred onto the Self Directed Support pathway when a review of their services is undertaken. All people with a personal budget are offered a choice over how they manage their personal budget. The process for transferring all existing service users onto the Self Directed Support pathway is being refined and will be in place by March 2011. GREEN
		b) All new service users and carers (with assessed need for ongoing support) are offered a personal budget (PPF milestones)	Jane Goldingham	October 2010	All new service users and carers with an ongoing social care need, entering Adult Social Care, come onto the Self Directed Support pathway and are offered with a personal budget. At the end of October there were 3081 people with a personal budget. The majority of people (79%) opted for a council managed budget rather than a Direct Payment. This compares with a National figure of 53% for managed budgets. GREEN
		c) An increase in the range of service choice is evident (PPF milestones) • A micro-enterprise market development project is implemented • A Homeshare Scheme is implemented	Bianca Bryne	October 2010	The Department of Health Putting People First (PPF) milestones require that significant progress has been made towards an increase in the range of service choice by October 2010. In East Sussex this is being delivered through the implementation of a micro-enterprise market development project and a Homeshare Scheme.

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		d) Demonstrate feedback from Disabled Peoples' Participation Group (DPPG), Inclusion Advisory Group (IAG), Black Minority and Ethnic (BME) communities and carers networks influences Putting People First Service Development - COMPLETE	Claire Debenham	September 2010	<p>Progress towards the implementation of these two projects to-date are :</p> <p>Project Officer posts recruited to for both schemes.</p> <p>The Homeshare Project Initiation Document was presented to the Choice Market Development and Engagement (CMDE) Steering Group in November 2010, and a Project Team has now been convened to move the scheme forwards.</p> <p>The Micro Market Development Project Initiation Document will be discussed at the CMDE Steering Group on 28.01.11.GREEN</p> <p>Engagement programme with different communities and disabled and older people of all backgrounds is being carried out. Feedback feeds into service developments, Meetings attended include Hastings Older Peoples Ethnic Group, BME social care practitioners group, Carers Forum, Hastings Intercultural Organisation, Bourneout, Hastings and Rother Rainbow Alliance, Hastings Lesbian gay bisexual and transgender action group, Wealden Disability Involvement group, Eastbourne Disability Involvement Group, Crowborough Bengali womens group, Speak Up BME Forum, ESSA. Planned engagement includes Lewes Access Group and Diversity Resources International community bring- a dish event. In addition regular meetings are held with a wide range of people through the Inclusion advisory Group and the PPF Older people's reference group.</p> <p>Impact on developments include: advocacy prospectus, support with confidence, recruitment of PAs, day opportunities developments; homecare re-provisioning and plans for support planning and brokerage. – GREEN (TARGET COMPLETED)</p>

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		e) Develop a workforce change plan and update monthly to meet the requirements of Self Directed Support.	Samantha Williams	March 2011	PPF/SDS workforce change plan developed and monthly updates reported to PPF workforce sub group on monthly basis. GREEN
		f) East Sussex has at least one user-led organisation which is directly contributing to the transformation to personal budgets. (PPF milestones)	Vicky Smith / Sally Reed	April 2011	<p>The service model and specification has been developed in partnership with the current User Led Organisation service provider and a final version agreed. A decision has been taken to include the Centre for Independent Living service in the new Commissioning Grants Prospectus for voluntary organisations which will be published in February 2011. The Centre for Independent Living is currently provided by East Sussex Disability Association (ESDA), which is a User led organisation.</p> <p>The Centre for Independent Living funding objective was shared with interested partner organisations as part of the 'Meet the Commissioners' in December. This event was designed to share with voluntary organisations information about the full range of funding objectives to be included in the Commissioning Grants Prospectus and receive feedback before inclusion in the final Prospectus. GREEN</p>
		g) Local service users understand the changes to personal budgets and that many are contributing to the development of local practice (PPF milestones)	Claire Debenham	October 2010	<p>The Putting People First (Putting People First) Involvement, Engagement and Communications Plan has been signed off by the Putting People First Board. Participation training for service users and carers took place in November with the result that more people are now taking part in the Service User and Carers Advisory Panel and other activities.</p> <p>The Service Users and Carers Advisory Panel contributes to Board meetings.</p> <p>Service users, carers and Black Minority Ethnic elders have contributed to the development of Self Directed Support tools and service user guidance; in-put to staff training; and the support planning and brokerage learning project. In addition, people have contributed to the design of Third Sector Commissioning bid evaluation process and will take part in</p>

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		h) Putting People First benefits baselined, monitored and evidenced	Sarah Crouch	March 2011	<p>the evaluation panels. Plans are in place for involvement in developing the On-Line Resource Directory and micro-market developments and evaluation of the whole project will begin in the next quarter.</p> <p>The second meeting of the Service Users and Carers Involvement Project Steering Group took place in November looking at good practice and planning for sustaining involvement activity beyond the life of the project. GREEN</p> <p>An SDS monitoring plan was developed which incorporates SDS benefits and regular monthly reports which have been produced since August 2010.</p> <p>Benefits realisation will be mapped at the end of the programme, with an end of programme report planned for May 2011. GREEN</p>
		i) Proportion of adults and older people receiving self directed support at 30% (NI 130) (LAA 2) (PPF milestones)	Jane Goldingham	March 2011	<p>The outturn for Quarter 3 is 37.24%. This equates to 6025 people have received some form of Self Directed Support since April. Of these, 4,519 people were service users and 1,506 were carers. GREEN</p>
		<p>j) Providers and third sector organisations are clear on how they can respond to the needs of people using personal budgets (PPF milestones):</p> <ul style="list-style-type: none"> • A transparent and visible market engagement structure is in place and visible mechanisms for to share market/service development information with the market is set up. • A Personalisation conference for service providers is held 	Bianca Byrne / Vicky Smith	October 2010	<p>A successful Personalisation Conference was held on 08 July 2010 and was attended by approximately 150 providers of care and support services from across the spectrum of needs. The main topics were workforce and market development with input from the CQC, Skills for Care, Adult Social Care, Incontrol and service users. There was also access to a range of training and development related stalls and one-to-one advice.</p> <p>A second meeting of the Older People's Provider Forum was held in September and was attended by approximately 30 different providers. The main topics were Self Directed Support and day opportunities market development.</p> <p>A Learning Disability Provider forum meeting was held and the main topics were Self Directed Support and Transition.</p>

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					<p>A new outcomes based specification for Nursing and Residential Care has been developed covering personalisation outcomes that are expected in residential care and new areas of service such as end of life care and reablement. A consultation event was held about the draft outcomes-based specification which was attended by approximately 150 providers. The event provided opportunity for questions and discussion with providers about personalisation outcomes that are expected for users of residential care and an opportunity to raise concerns.</p> <p>An older people's provider forum took place in November and was attended by 60 people representing 44 providers across the spectrum of service delivery. A learning disability provider forum was held in November and was attended by 47 people representing 31 providers across the spectrum of delivery. Topics covered included End of Life Care, urgent care care home support, payments process, comprehensive spending review, transition, CHC, SDS. Consultation has taken place with over 300 Older Peoples' Residential & Nursing Home providers (approx 130 of whom attended a consultation meeting) on the new outcomes-based specification and the personalisation agenda and plans are in place to support implementation through collaborative working in 2011. A successful 'meet the commissioners' event was held to share information with third sector organisations about the funding and objectives and outcomes that will be included in the Third Sector Commissioning Grants Prospectus. GREEN</p>
		k) Service Users and Carers Advisory Panel in place which contributes and influences Putting People First Board discussions and decisions	Claire Debenham	July 2010	<p>The Service Users and Carers panel is established and continues to meet. Representatives have attended Board meetings. Members have advised the Board on training and development for Personal Assistants and Direct Payments Employers; the PPF Communications, Engagement and Involvement Plan, the Self Directed Support Pathway; potential barriers to increased take-up of Direct Payments; the SDS Working Group; Buy with Confidence and Support with Confidence; revisions to the ASC website. GREEN</p>

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		<p>l) Stakeholders are clear on the impact that purchasing by individuals both publicly (personal budgets) and privately funded, will have on procurement of councils and PCTs in such a way that will guarantee the right kind of supply of services to meet local care and support needs (PPF milestones)</p> <ul style="list-style-type: none"> • A regular Personalisation Bulletin for service providers is published (4 editions by April 2011) • The IESE / ESCC Market Intelligence Demonstrator Project is delivered • PPF and personalisation outcomes are integrated into joint commissioning strategies when they are written or refreshed 	<p>Vicky Smith / Angela Yphantides / Bianca Byrne / Vicky Smith</p>	<p>April 2011</p>	<p>Three editions of the Personalisation Bulletin have been produced and the Winter edition is currently being written, due for issue in February 2011</p> <p>The Market Intelligence Demonstrator Project has been completed in respect of the demonstrator site. A six month extension of the contractual relationship with PI Benchmark has been agreed to continue using and testing the Caretrak tool developed during the Market Intelligence project. We are currently looking at how the tool can help us deliver Market Position Statements for each client group to contribute to our overarching market development strategy</p> <p>Outcomes-based commissioning continues to be taken forward on the following fronts:</p> <ul style="list-style-type: none"> • New Older Peoples Residential & Nursing Home Specification. The contract is due to start February 2011, with collaborative working to support implementation. • Implementation work under the new homecare framework to support personalisation models. • Implementation of personalisation best practice outcomes as part of specification and procurement of supported accommodation for working age adults with a learning disability. • Modernisation of day opportunities. • Transforming third sector commissioning jointly with health to a grants-based approach to include social capital, cost and quality outcomes that support prevention, information and advice, social capital, day opportunities and health improvement. • Refreshes of the older people's commissioning strategy and Stronger Voices, Bigger ideas (learning disability services) have integrated statements on personalisation. GREEN
		<p>m) Local people are clear about how and where to access advice and information about</p>	<p>Frood Radford</p>	<p>April 2011</p>	<p>The Joint Access and Information Strategy refresh completed and action plan for 2010/11 is now in place.</p>

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		care and support needs across the local health and social care economy (PPF milestones)			Work on web transformation in progress. An enhanced hard copy distribution network now in place which is ensuring up-to-date contact information on Adult Social Care, Health and Children's Services is available at more than 300 sites across East Sussex. Work is on-going to create a network of information providers across public sector organisations, voluntary and community organisations with particular emphasis on harder to reach groups. Work continues on re-developing the website to be a more user friendly and effective tool for all users, including new information architecture and landing page. This is currently on schedule for key changes to go live in April 2011. GREEN
The council's data in relation to ethnicity recording of staff is variable year on year and the council needs to ensure data is collected more robustly which will provide information on the staffing profile.	1.3	a) Percentage of staff in post at 30 September where ethnicity 'not stated'. 2010/11 Plan = 2.9	Steve Dumbrell	March 2011	Not stated = 3.21% (55 employees), all of whom have stated that they wish to withhold their ethnicity. Although the target of 2.9% was not achieved this target has been scored as green as ethnicity data had been requested from all staff and the only exclusions to where ethnicity was not recorded is those who actively chose not to disclose this information. GREEN
COMMISSIONING AND USE OF RESOURCES					
The council are aware that they face efficiency targets of £4.5million in 2010-11 and will need to ensure that delivery of front line services is protected as far as possible.	2.1	a) 0% increase on all contracts to providers to enable a more efficient use of resources. From April 2010, this will deliver a £3.5m saving.	Ian Gutsell	March 2011	NI179 – is no longer part of the National Indicator Set. Internal monitoring of savings identifies savings of £3.1m from this target Example – ICES service costs for provision of equipment – no inflationary uplift agreed with provider saved £35,000 on a £1.4m budget. GREEN
		b) Retender the Integrated Community Equipment contract to deliver efficiencies and better outcomes for users	Sally Reed	April 2011	Procurement of service progressing in line with requirements. GREEN
		c) Review the combination of current transport arrangements and recommend how to	Emma Nash	March 2012	Effective from 18 October 10 the sourcing and arranging of ASC transport was centralised into the Service Placement Team. The Travel and transport fact sheet and an accompanying

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		<p>increase efficiency and flexibility including:-</p> <ul style="list-style-type: none"> • Implement transport integration opportunities within DPS centres to maximise utilisation. • Implement best practice for the arrangement of transport, utilising existing skills and linking intelligence. • Reduce day-to-day DPS operating costs by 10% over next 2 years - Current forecast for 09/10 is £2 million p.a. saving £100,000 in 10/11 and £100,000 in 11/12. <p>d) All high cost homecare packages to be authorised by senior managers, achieving a saving of £400 000</p>	Andy Cunningham	March 2011	<p>internal supporting document were launched on 16 November 10. Vehicle lease refund - £43,300 one-off saving. - Beeching Park returned an additional bus - £22,000 p.a. saving. Negotiations underway on the ESDA coaches contract. The Transport Board agreed the priorities for the next period to be:</p> <ul style="list-style-type: none"> • Continue to develop the business processes in SPT • Work with DPS on transport at Pinehill, IBC and Southview Close • Review the Headway transport • Early 2011 undertake a fleet review • Present the Equalities Impact Assessment to the steering group in January. • Negotiate the Adult Social Care / Transport & Environment Service Level Agreement for 11/12 • Transport involvement at the Older People's engagement days. GREEN <p>In Assessment and Care Management, packages exceeding £532 a week are agreed by Head of Service, reviews of existing high cost packages are underway. GREEN</p>
OUTCOME 7 – MAINTAINING PERSONAL DIGNITY AND RESPECT					
The safeguarding board is currently chaired by the director of adult social care and the council should consider electing an independent chair.	3.1	a) Evaluate the options for appointing an Independent Chair to the Safeguarding Board	Angie Turner	March 2011	The Terms Of Reference / Membership of the Safeguarding Adults Board were raised at the last meeting on 21st October, for a fuller agenda item / discussion at the next Safeguarding Adults Board in January 2011. GREEN
With the increased rate of safeguarding referrals, the council needs to ensure that dedicated resources are available to support the greater demand on services.	3.2	a) Consider options and resource implications through the SVA Steering Group	Angie Turner	March 2011	The discussions have taken place within the context of Lean, this will be further defined following the outcome of the lean pilot. Date to be confirmed following DMT on 9 th February. GREEN

Area for development	Ref	Measure	Lead Officer	Timeframe	Update (December 2010)
The council have increased the numbers of staff trained within the independent sector but this is still not in line with similar councils and efforts to improve should be maintained.	3.3	a) Increase the percentage of staff from independent sector providers receiving safeguarding adults training from 48% in 2009/10 to 60% in 2010/2011	Brian Andrews	March 2011	The percentage of staff who have received training in relation to Safeguarding Vulnerable Adults is currently 60.1%. This is an increase of 12.1 percentage points on the 2009/10 outturn. The 2010/11 target has been achieved. Examples of training that is currently available include Safeguarding Vulnerable Adults awareness training and a Level 1 Investigators course. There are also grants available for Safeguarding training. GREEN